# Taking A Visitor Round

ISSUED BY
THE COMMUNITY PROJECTS ADMINISTRATION
GOVERNMENT OF INDIA

# TAKING A VISITOR ROUND

GRAMASEVAKS TRAINING CENTRE
28 JUL 1956
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**Issued by**

**THE COMMUNITY PROJECTS ADMINISTRATION**
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May 1956

# PREFACE

The Community Development Programme has attracted a large number of visitors from inside the country as well as from abroad. The main attraction of the programme, as workers in it are themselves aware, is that through this programme we are trying to evolve a new way of life in rural areas—a way of self-help for promoting a better and fuller life—and for generating in the average citizen a consciousness of his rights and obligations in the Welfare State we are pledged to build.

Visitors to the Community Development Programme wish to see how this new approach is reflected in the operation of the programme and how it differs from the conventional approaches that have so far held the field.

Showing a visitor round is, therefore, not a routine affair. It is no doubt a Public Relations job but not again of the conventional type in which talking points are prepared in advance, well-made exhibits are demonstrated and the visitor taken round a set routine of programme and performance. The Community Development Programme is a living movement. It deals with the lives of millions of our countrymen who slog and sweat all over India in their struggle for existence, and aims to bring a new message of joy and freedom to their otherwise dull and drab existence. Those who take visitors round must imbibe this vibrant, intensely human character of the movement and be able to let the visitors have an experience of it.

This little pamphlet attempts to put down in one place some of the experiences of those who have shouldered the responsibility—perhaps haltingly— of this burden in the Community Projects Administration, and gives some suggestions on the lines on which the work of showing visitors round can best be undertaken. It is hoped that all community project workers who have to deal with visitors will find this pamphlet useful, and while no doubt each one will retain his individual characteristics of friendliness and cordiality—innate characteristics of a Public Relations official—they will consider the suggestions given here so that our visitors get a fairly full picture of the working of the Community Development Programme.

Director (Information & Public Relations)

## CHAPTER I

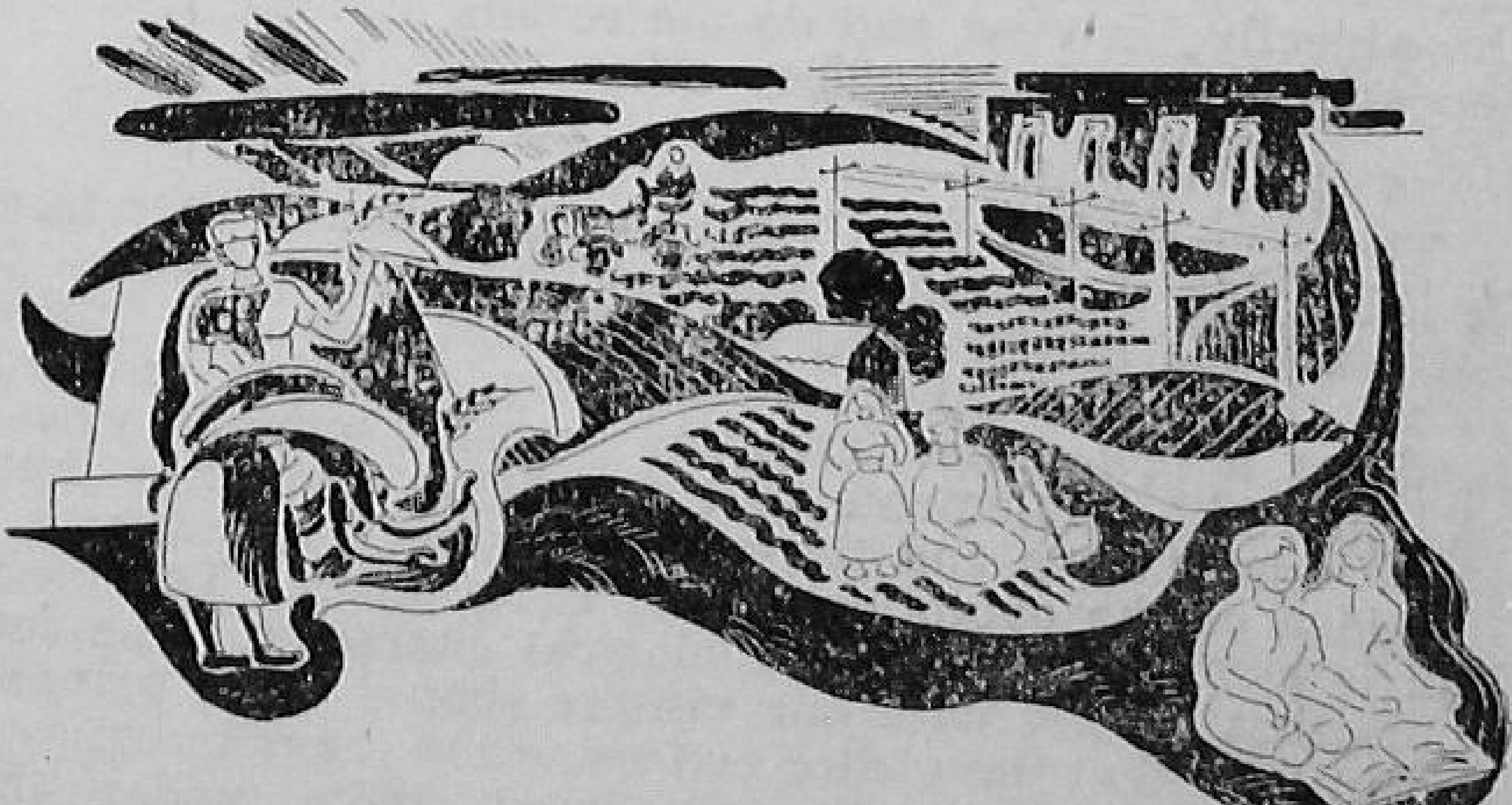
# THE BASIC APPROACH

Ever since the Community Development Programme was launched, numerous visitors, Indian and foreign, have come to see it in operation. Members of Parliament and of the State Legislature, students and staff of educational institutions, military personnel, farmers, individuals with high literary accomplishments and the ordinary citizens with no pretensions for superior knowledge but with a thirst for knowing what is actually happening have gone and visited the community project areas. They had heard about the Community Development Programme and were told that through the operation of this Programme a new way of life was being ushered in the rural areas. They were told that the Community Development Programme was designed to provide to the ordinary villager—

the right to live,
the right to earn for a living, and
the right to receive what is earned.

The Tenets of Faith which the Community Development Programme hopes to instil into the villager are:

Muscles can do it,
Muscles can be trained to do it,
Conditions can be created to do it.



But the emphasis is not merely on muscles. It is to Build the Human Being towards making him the creator of his own destiny. He will have to build the Road to the Welfare State through his own effort.

The visitor to a project area wants to see how the Programme is fulfilling these expectations and aspirations.

*What does the External Visitor look for*

The world outside has seen in India's programme a new promise. Hardly any one has come to India, whether the Head of a State or an ordinary citizen who has not expressed a desire to see the Community Development Programme in action. Many of the Asian countries have sent official delegations to undertake study tours with a view to ascertaining whether similar programmes could be launched by them. The main reason why Asian countries alone have sent such delegations is because the economics of these countries are somewhat of the same pattern as those operating in India and therefore what is being successfully implemented here might with necessary modifications be found suitable in those countries also.

Our external visitors wish to see in this programme not only a new way of life, but what is even more important from their point of view, whether this programme can provide an answer to the problem of maldistribution of wealth—the eternal struggle, between the "haves" and "have-nos" which has led to revolutions in many countries leading to the violent overthrow of the established order of society. India's Community Development Programme aims to offer a peaceful approach to these fundamental problems. If that is so, is the programme operating with this objective in view and do the results indicate that the hopes will be realised? They ask.

*Not a Routine matter*

Those who take the visitors out should, therefore, be clear in their mind that dealing with visitors is not a routine matter and they should not be lulled into the belief that merely by showing a few roads or a few minor irrigation works, some improved agricultural implements and panchayat buildings their job has been done and the visitor has gone round with a full idea of the operation of the Programme. The problem is essentially of a psychological character. The few hours that we get with our visitors should be so planned and utilised that the visitor can sense the inner transformation that is taking place in rural India under the

impact of the Programme. The physical manifestations of this transformation the ceaseless activities in the shape of roads, schools, houses, co-operative societies, tanks, wells, arts and crafts—must be explained in the context of the idealogy and the approach of the Programme; otherwise they will not mean much to a casual visitor.

The normal Departments of the Government can execute or help in executing these programmes. What is the difference? That difference must be explained. The role of the people, the people's representatives and of the Government servants—all trying to work together for a common objective—must be clearly brought out and the integrated character of the Programme emphasised.

## CHAPTER II

# VISITORS' INTEREST

While the fundamental approach to all visitors remains the same as explained in the previous chapter, the details of the Programme that has to be arranged must vary according to the nature of the visitors. The types of visitors who normally come to the community project areas can be broadly distinguished as follows:—

*The average Citizen*—He is keen to have a general idea of the working of the Programme. He has heard about it and wants to see for himself how actually it functions in the field.

*Students and Youth*—They usually come in batches, perhaps to camp in a project area, and their intention is not only to learn but also to participate to the extent they can in the implementation of the Programme.

*Farmers*—They usually come in groups and sometimes several hundreds of them together. They know something of the community project work as the Programme is perhaps working in their own areas or they might have heard about it from neighbours. They wish to see how their co-workers in other areas are faring under the Programme, to compare notes and to benefit from each other's experience.

*Women*—Women are no doubt interested in the welfare of the community as a whole. But in addition, they want to see how the various aspects of life in which they have a special role to play are being looked after in the Community Development Programme, the extent to which their participation is being obtained in the project work and the role which they have been assigned in it.

*Press*—Members of the press represent the average citizen. They have the responsibility of finding out facts. Their duty is to find faults, if there are any, just as to commend and admire if something substantial is being achieved. No one should, therefore, feel dismayed if the press is occasionally critical of certain aspects of the Programme. The press should be given a comprehensive

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picture with facts and figures and helped in their assessment, so that a truthful and balanced judgement can be formed. An objective assessment by the press is of great advantage in carrying on a movement of this nature.

*Government officials*—They have to study the Programme in a different capacity. Community Development Programme is an integrated programme in which most of the nation-building departments have a role to play. Government servants in these departments are called upon in the normal discharge of their duties to decide on the policy to be followed and help in the implementation of the Programme. They ought to see what the Programme is like, why there should be co-ordination of all activities and how the problems that arise can be solved easily.

*External Visitors*—These include foreign dignitaries, Heads of States, Heads of Governments, Ministers, Ambassadors, diplomats, professors, authors and students. They usually devote comparatively shorter time to the study of the projects than other visitors, as the time available with them is limited. Nonetheless, they have to be given a comprehensive idea and unless the programme is planned with a view to providing a representative cross-section of the activities and the fullest use is made of their limited time, it is possible that they may get an incomplete picture.

*Study Tours by official delegations*—These are usually undertaken by official delegations of foreign countries,

sponsored by the United Nations or directly by the Governments of these countries. The delegations consist of experts and officials who are responsible for various aspects of developmental activities in the respective Governments. They have to study the working of the Programme more intensively, go through every detail and make their own assessment, ultimately with a view to ascertaining whether similar programmes can be operated in their own countries and what modifications would be necessary to adapt the Programme to their local conditions.

*Visitors from International Organizations*—These include officials of the United Nations, Colombo Plan and the Specialised Agencies of the U.N., including FAO, ECAFE, ILO, UNESCO, the World Bank, International Monetary Fund, etc. The position of these officials lends a certain amount of special importance to their studies because they look at the Programme from the point of view of its world application. If they see something useful in the Programme they might consider it their duty to propagate it for the benefit of other countries similarly placed as India. They are, therefore, not only interested in the fundamentals of the Programme but also in its day-to-day working.

The types of visitors indicated above would show that while each one has a common interest in the objectives and the approach of the Programme, the extent of such interest varies. To satisfy every type of visitor, therefore, we need comprehensive planning—the type of planning in which the specialised interest of the visitor will be looked after while the overall objectives of the Programme will not be neglected.

CHAPTER III

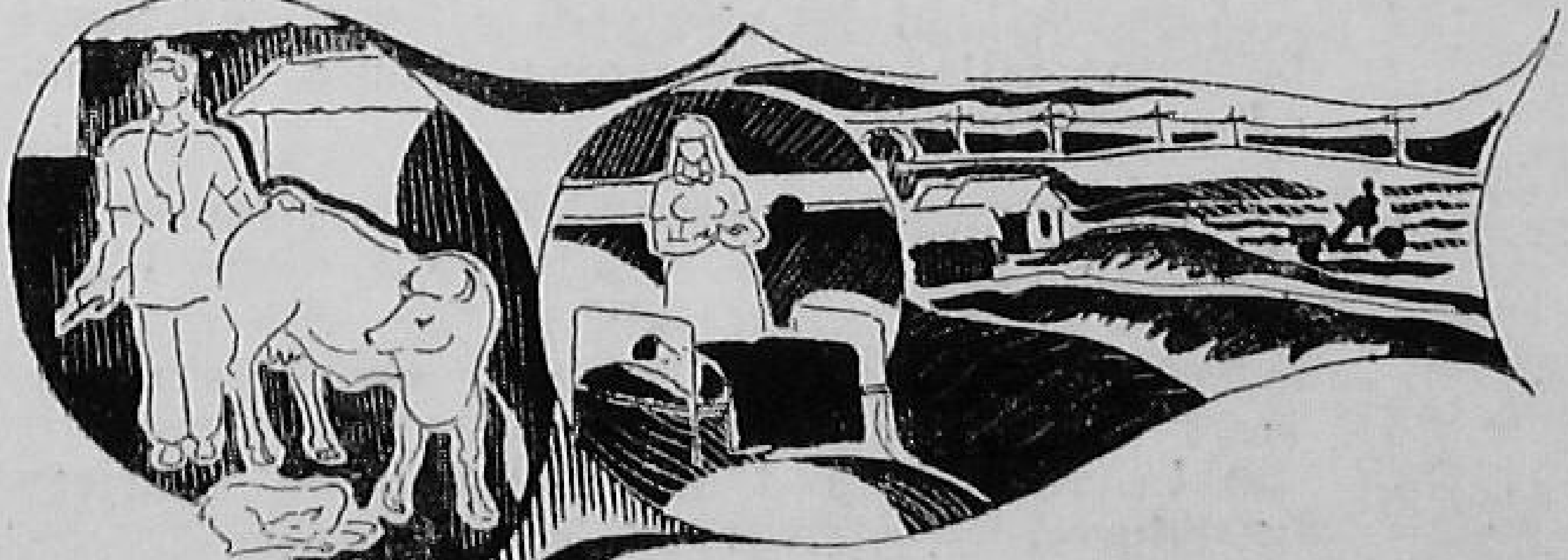
## PROGRAMME OF VISIT

Having had some idea of the nature of visitors, we now come to the selection of projects to be visited and the drawing up of the detailed programme. Both these factors are determined by the type of the visitor, the time that is available for the visit and the extent of interest which the visitor is likely to have in the Programme.

It has been the sad experience of the Community Projects Administration that some of the sponsoring authorities not infrequently give only two to three hours for a visit to a community project area forgetting the fact that the journey alone to the nearest community project area from a metropolis and back would perhaps take more than an hour. C.P.A. has also at times, been, approached with astounding proposals; for example—

X is going to Y place. Can he spend half an hour on the way to see a community project?

X party has to wait at the railway station for two hours to catch a train. Can they see a Song and Drama Programme in a community project area to while away the time?



*No Entertainment Nor a Side-show*

It is important to realise that the Community Development Programme is not a programme of entertainment

nor a side-show. Those who wish to see the community projects should be persuaded to appreciate that it is a serious programme and is being seriously executed; if they are keen to see it they must approach it in the right spirit. In other words, the type of requests quoted above must be resisted. Our workers are busy. They have got plenty of problems to deal with. The Community Project staff know no holidays. They have no fixed working hours, they are busy from morning till late in the night. Their attention should not be diverted by flimsy requests for visits which are obviously intended to be picnics in the countryside. On the other hand, the project workers should go out of their way to help visitors who are serious students of the Programme because the Programme is of a pioneer character. We have a lot to learn from the visitors also. The world is bigger than India, just as the combined wisdom of India is greater than that of the individual States. The visitor brings to the project he visits the knowledge and experience of his own country or his own organisation and such knowledge helps in enriching the contents of our own Programme.

*Essential Considerations*

Subject to the above general observations the following points should be borne in mind in selecting projects and the drawing up of programmes:

(1) The project to be selected is to be determined largely by the amount of time that is available for the visit. As far as possible the same project should not be selected every time. Similarly the villages in a project should be changed every time.

(2) When a visitor has planned for going round the country, his itinerary should be examined and suitable projects that fall on the way may be selected. In this way, pressure on certain projects which happen to be near the metropolis can be reduced and an element of variety introduced.

(3) Wherever possible, training centres should be included in the programme of visit. Where it is not possible, the officers who conduct the visitors should give them an idea of the training of project personnel. Where visits to training centres are arranged, it is worthwhile considering whether the visitor can usefully

give a talk to the trainees on his own experience in community development work or in allied fields.

(4) *Detailed Programme.*—Drawing up of the detailed programme is extremely important. The programme should be drawn up in such a way that by going through it one gets a fairly complete idea of the working of the Community Development Programme. The ideal arrangement is where a number of villages spread all over the project area are shown. But in many cases, more particularly in the case of high dignitaries, time is a limiting factor and perforce only one or two villages can be shown. The programme, therefore, should be drawn up in such a way that all aspects of work done in a project area are brought out. Proper exhibition or demonstration rooms should be arranged to demonstrate the various aspects of work. The type of programme that should be organised may be of the following character:

*Agriculture.*—Model farms, demonstration centres of agricultural products, implements, seeds, fertilisers, etc. Actual visit to a few fields.

*Animal Husbandry.*—Demonstration rooms showing progress charts, artificial insemination implements, etc. Actual visit to a Key Village Centre, Artificial Insemination Centre.

*Health and Sanitation.*—An atmosphere of general cleanliness, total absence of smell and stink must prevail. This ought not to be a made-up show because personal cleanliness and environmental hygiene constitute an essential aspect of the Community Development Programme and if the people of a village have not developed these traits, obviously the operation of the Programme is unsatisfactory to that extent. Other items to be shown under the Health Programme include paved streets with drainage on both sides or in the middle, utilisation of cowdung as manure, proper location of cattle sheds, cleanliness inside the houses, latrines and bathrooms, maternity centres, smokeless chulas, etc.

*Education.*—An average village school. If basic craft is taught that should be shown. Also adult education centres, both for men and women should be included.

*Children at Play.*—Children doing exercise and other activities.

*Women's activities and literacy classes.*

*Domestic Science.*

*Co-operative Societies.*

*Community Centres.*

*Information Centres.*

*Arts and Crafts Centres.*

In addition, if there are any special features in any particular village or block, those should be **properly** brought out.

If the visitor has been through the above activities, it is hoped that his interest has been sufficiently aroused to be receptive to the mass enthusiasm that he could perhaps see in a gathering of the villagers which might be arranged as the finale of the programme of visit. In this gathering some aspects of the social education activities in the Community Development Programme which really are to serve as a leaven to stir up the community to constructive activity should be shown.

*Need For Making Special Arrangements*

It will be seen from the programme given above that *some items of the programme have to be arranged.* There is nothing wrong in doing so, so long as the project authorities do not depict things which actually do not exist. It is very important to bear this in mind. The operation of the Community Development Programme is, first and foremost, a test for India herself. If it succeeds, India will have discovered a new way to social democracy based on growth from the grass roots. The success of the Programme is vital. Therefore, the community project authorities must take care to see that what they show really exists in the field. Special arrangements are, however, necessary because the activities in a community project area are far-flung. One cannot study the entire range of activities unless one is prepared to devote a number of days, perhaps weeks, to

them and is prepared to stay in the villages. To the extent this is not possible, the Programme has to be brought to the visitor instead of the visitors going to it. It is not an ideal, indeed, not even a satisfactory arrangement, but in view of the limitations of time perhaps this is the best that one can do.

Where, however, visitors are prepared to spend a week, for example, in the project area, planning of demonstrations in one or two villages is totally unnecessary because they would be able to see things in the field. Special demonstrations are thus required only in exceptional cases and apply almost exclusively to the visits of distinguished visitors who have to be given a general idea of the Programme in the shortest possible time.

## Chapter IV

# THE DISTINGUISHED VISITORS

In the case of the distinguished visitors there are, in addition, certain special considerations that should be borne in mind. Such visitors include Heads of States, Heads of Governments, Ministers and Ambassadors of foreign countries and other high personages. Almost every such visitor to India had expressed a desire to go round a community project area and they have seen the Programme in operation. In the case of such visitors it is important to bear in mind that even though they see only one village in a community project area, that village should reflect the entire activities in the Programme because whatever impressions they gather during the visit are likely to be their general impression of its operation.

These visitors are usually sponsored by the Ministry of External Affairs. The Community Projects Administration helps the State Governments in drawing up programmes and conducting visitors to the project areas. The following are some of the principal considerations that might be kept in view in arranging such visits:

(i) *The Programme.*—The itinerary of the distinguished visitor drawn up by the Ministry of External Affairs should be consulted and different projects should be selected, as far as possible, for each visit. This is important because even though thousands of visitors go out to the project areas they remain unreported whereas visits of distinguished persons naturally get across to the press and the average citizen's impressions, gathered from newspapers, would be that these are only a few showpieces of the Government of India. From this point of view, prior consultation with the representatives of the Ministry of External Affairs is essential to ensure, as far as possible, that concentration on a few projects is avoided and the visits are distributed to as wide an area as possible.

(ii) *Selection of the Villages.*—From the selection of the project we come to the selection of the village. Experience shows that the time available is so short that normally not more than one or two villages can be shown.

This is unfortunate and every effort should be made to secure more time so that visit to a representative selection of villages in the project area could be arranged. As, however, it is an ideal which is hardly likely to be achieved in a majority of cases in so far as very distinguished visitors are concerned, we have to concentrate, generally speaking, on one or two villages. As already stated, the village being symbolic of the entire Community Development Programme should show, as far as possible, all aspects of the work. The need for planning the activities for demonstration from the above point of view is, therefore, important. Care should, however, be taken to see that the village does not acquire an artificial look and things which do not really exist in the normal course of the operation of the Programme are not shown.

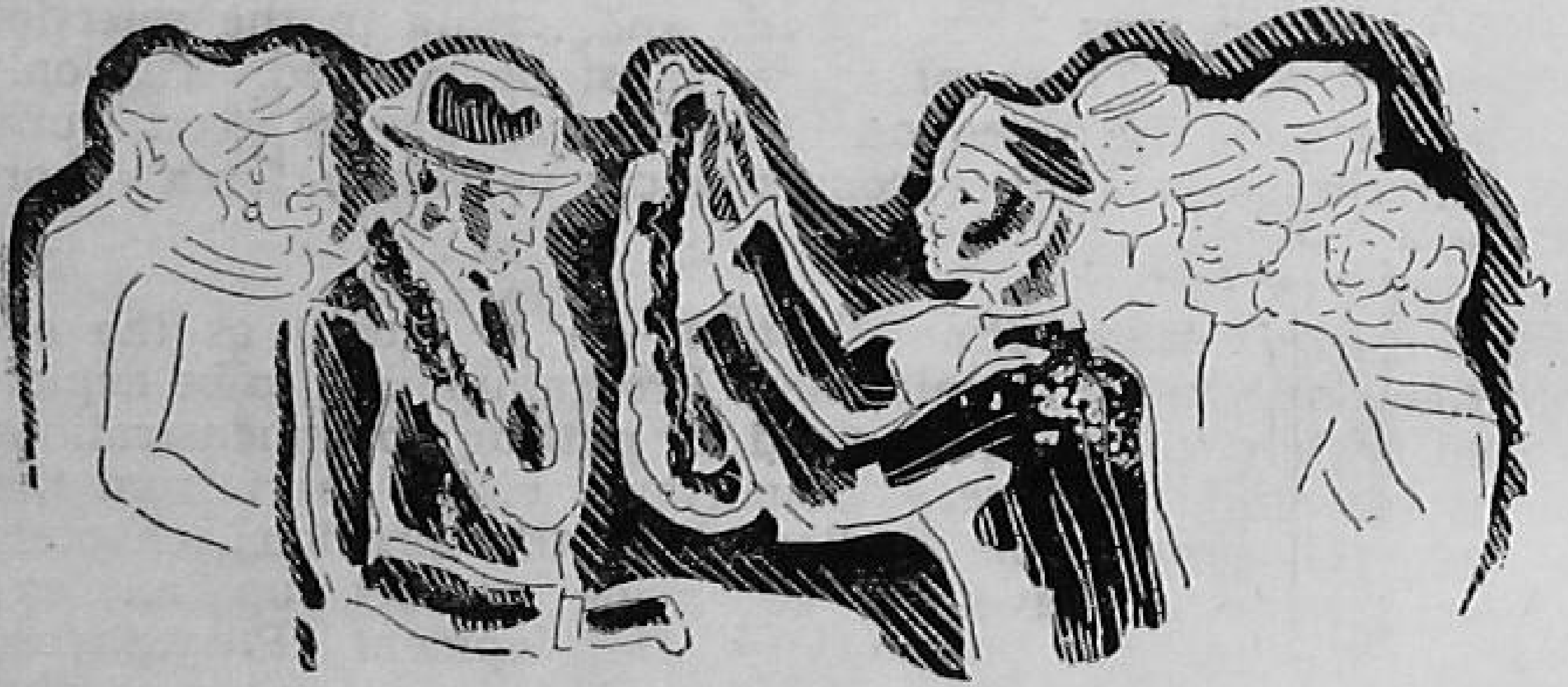
A word of caution is necessary in regard to the selection of the village. The visit to a village by a distinguished guest is an honour. Full advantage should be taken of this aspect in the selection of the village to ensure that work and enthusiasm receive their due recognition. The authorities in charge of selection may at times be subjected to pressures from outside and within in the selection of villages. These pressures must be resisted. The only criteria in the selection of village should be good work, proximity and other conveniences necessary for a short visit.

(iii) *Demonstration Centres* –In as much as the entire Community Development Programme has to be depicted in short compass, the need for putting up demonstrations is essential. For very important visits, apart from the general programme indicated in the previous chapter, arrangements have to be made to set up an exhibition on the Community Development Programme, cattle show, etc. By going round these exhibitions, the distinguished visitor can have some idea of the working of the entire Programme, apart from whatever he sees in the particular village.

(iv) *Peoples' participation.*—The basic concept of the Community Development Programme being that it is a people's programme, the distinguished visitor ought to see in the course of his visit evidence of people's enthusiasm and participation in the Programme. If it were possible for him to spend longer time in the project areas he would have seen people at work in the roads and fields, panchayat houses, co-operative societies, play grounds, arts and crafts centres and in other places and would have

sensed the transformation taking place in rural areas. Unfortunately that is not possible. Therefore, an idea of the upsurge that has taken place should be given as the finale of the programme through a meeting of the villagers in which social education and recreational activities of the Community Development Programme ought to be emphasised. Such gatherings can be as large as can be accommodated. Traditionally, our village people are accustomed to turn up in large numbers to greet guests in their midst. All that would be necessary is timely publicity concerning the date, time and place of the visit and the name of the visitor.

(v) *Welcome to a Visitor*—A distinguished visitor, in fact, any visitor, has to be properly welcomed. The welcome should be spontaneous, but in the case of a highly distinguished visitor it has to be organised. In this welcome officials and non-officials particularly the Panchayat President and his colleagues should be prominently brought into the picture. Artificialities, specially compulsion in any form, should be avoided.



It has been the traditional Indian style to greet a distinguished visitor with Torans (flower gates), to garland him, to shower flowers on him. These have an invariable tendency of being overdone. One of the traditional ways of welcoming the guests is for a young girl to put a tilak and kum kum on the visitor's forehead. In its simplicity and artistic conception perhaps there is hardly anything that can rival this custom. No doubt there are similar practices in different parts of the country. These customs can be observed but what is important is that such welcome should not be overdone. It is the Programme which is important and not the external manifestations of a vociferous welcome.

(vi) *The visitor's party*—Normally, a distinguished visitor is accompanied by a party of officials, journalists, photographers, film cameramen and others. Each such person accompanying the visitor has a definite role in the programme of visit. Therefore, it is essential that they are treated properly and briefed about the Programme and its contents. The Press particularly is there to report on the visit and therefore proper facilities should be given to the members of the press.

(vii) *Through the village*—Very often in their enthusiasm for the occasion, the villagers follow the party in large groups causing confusion and even obstruction to the visitors in their observation of the various aspects of activities. It requires good planning to ensure that while the village leaders have a chance of explaining the village work to the distinguished visitor the village people act in a way in which such obstruction or confusion does not take place.

(viii) *Presents*—There has been a custom in many project areas to present some of the products of the project area as memento to the distinguished visitors. These presents have a place in the programme. They should not, however, be very costly as they should be gifts from the village people and not of the project authorities. Normally, the village Surpunch might make the present which is likely to be more appreciated. In case of distinguished visitors, the Community Projects Administration should be informed in advance of the nature of presents to be given.

(ix) Other aspects of the programme to be borne in mind include proper parking places for the cars, attendance to drivers and avoidings *dust nuisance* to the extent possible. A special word is called for in regard to the dust nuisance. Some dust is unavoidable in rural conditions, but in arranging visits of distinguished guests, special steps should be taken to ensure that the visitor is not exposed to too much of dust. A distinguished visitor is usually accompanied by a large number of persons following in cars raising a lot of dust. This situation should be anticipated and effective steps by way of sprinkling unmetalled roads, etc., with water should be taken.

(x) *Rehearsal*—Finally, for the highly distinguished visitors, it is worthwhile having a rehearsal of the entire

programme a day in advance so that all the workers would know how the programme is being organised and what is expected from each one of them.

(xi) *Security and police arrangements*—are beyond the purview of this publication. These should be arrange-ed in co-ordination with the proper authorities.

*The Dont's*

Before this chapter is concluded it is worthwhile stating what should NOT be done. A few general hints are:

(i) Do not bring in tumultuous band parties at reception;

(ii) Do not drown the visitor with flowers. "Say it with flowers" no doubt, but with moderation and dignity;

(iii) Avoid sumptuous feasts. Where lunch, tea, etc., are to be provided, offer well-cooked, simple but wholesome food under hygienic conditions.

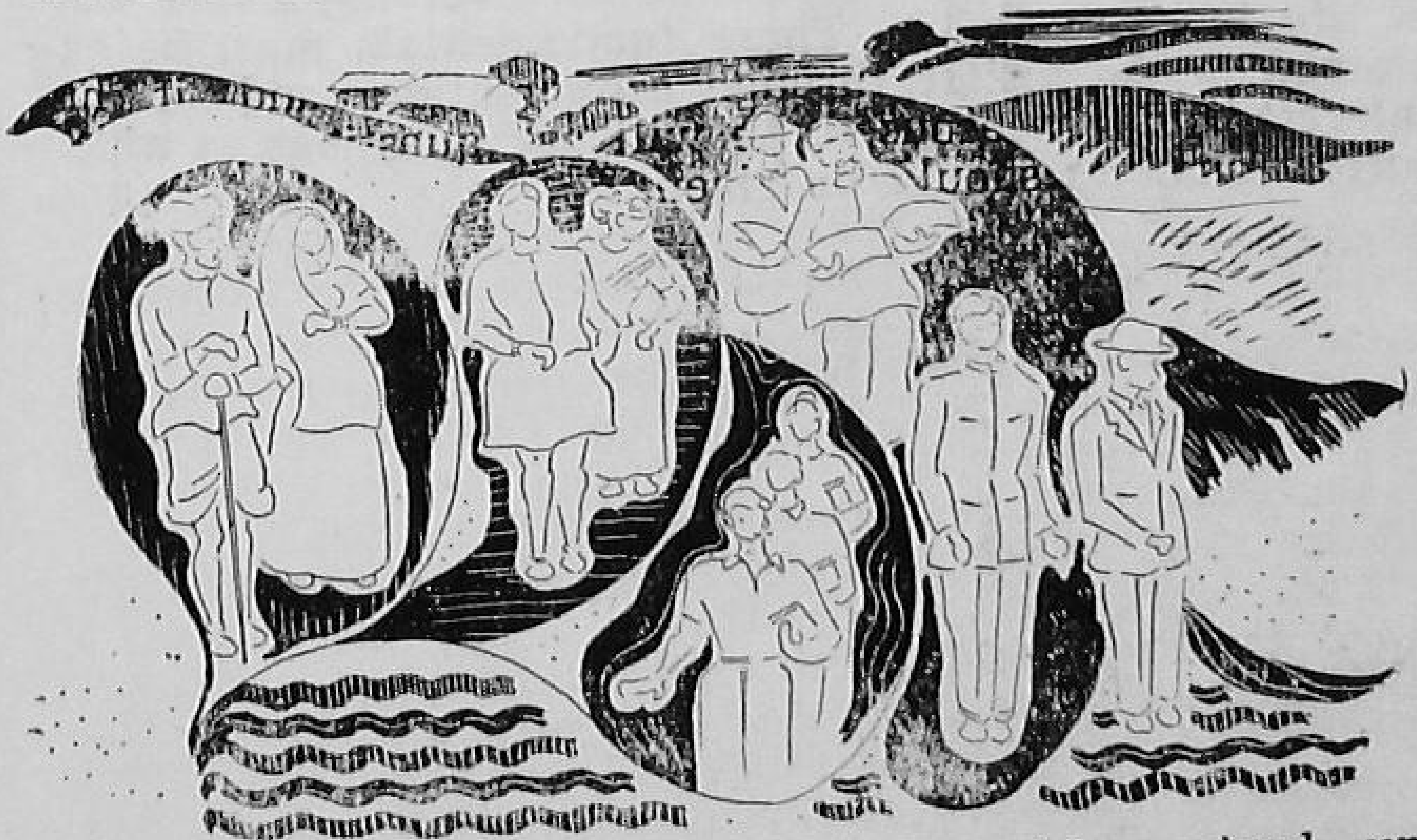
Villagers need not insist on visitors to partake of food offered by them. It might upset them.

(iv) Do not show things which are extraneous to the Community Development Programme or which are not representative of the work done in the Programme.

CHAPTER V

## STUDY TOURS

Study tours are different from the ordinary types of visits. Study tours are usually undertaken by officials of foreign countries or officials engaged in the Programme in India mainly with a view to studying the details of the working of the Programme and to gain from the actual experiences of the project workers in the field. Therefore, in such cases, the interest is much more detailed than in the case of a casual visitor. In such cases, the Community Projects Administration draws up a programme of study in advance and deputes an officer to look after the visitors and help them in their study. The programme usually extends to several weeks and is preceded as well as followed by discussions with the senior officials of the Community Projects Administration and of the Development Departments of the State Governments.



Therefore, the study tours should not be mixed up with the general programme of visits of the other types of visitors and each study tour must be considered on the grounds of the special interest that the visitors have, the time that they are prepared to spend and the purpose for which the study has been undertaken.

CHAPTER VI

## ROLE OF THE CONDUCTING OFFICER

In showing the visitor round, the role of the accompanying officer is a very important one. In the case of a distinguished visitor, the officer usually picks him up from the place of his residence, takes him to the project area and brings him back after showing him round. In case of others, they usually go to the project areas themselves where they are taken care of, shown round the project and sent back.

In both the cases, it is necessary to provide the visitor with a general idea of the Programme, the objectives it aims at and the outlook and the approach that it seeks to develop. These are important. Every community project worker knows that the Programme is not merely a collection of physical activities, howsoever important they might be, but it is a Programme for evolving a new way of life in rural India. These fundamentals must be explained to the visitor through conversation and if his interest could be aroused, he will ask questions to which correct answers should be given.

In the Community Projects Administration, we generally follow the practice of providing certain publications, maps, etc., to the visitor. They are intended to give him in print the basic facts and the approach and the ideology behind the Programme. This procedure should be followed everywhere.

*Arouse visitor's interest*

Supposing it takes an hour for a visitor to reach the project headquarters from his place of residence the accompanying officer must take this opportunity—indeed it is a good opportunity—to provide the necessary background to the visitor. By the time he reaches the project area he should be sufficiently posted with information regarding the objectives and the approach of the Programme so that he can appreciate its actual working in the proper perspective. This job can be done only by an experienced officer. It is a public relations job no doubt, but not one of the conventional type. This job can be efficiently discharged by a person who is in the Programme, who understands its fundamentals and who has the power of expression. What is most important is that the person taking the visitor must himself believe in the Programme. His faith in it and his sincerity must be transparent. Then only he can make an impression.

The responsibility of conducting visitors can, of course, be assumed by the Executive Officers or the Public Relations Staff but wherever possible visits should be preceded or followed by a discussion round the table

with the senior officers to give to the visitor the necessary basic idea. In a majority of cases, however, the circumstances will be such that the above procedure cannot be followed. Therefore, the duties of the accompanying officer become even more important.

Apart from giving a general idea of the Programme, the accompanying officer should also know what the visitor is going to see in a project area and he must relate his observations to the actual field conditions. His knowledge should be of a comprehensive character and up-to-date in regard to the movement of the Programme. He must know the relation of the Community Development Programme with the Five-Year Plan, its historical and philosophical background, its genesis and the role it plays in New India. He should be able to relate it in the wider perspective of the new way of life that we are trying to evolve through the operation of the Programme.

Actually, the extent to which the accompanying officer can evoke genuine interest in the visitor determines the success or otherwise of the visit.

*Duties of local officials*

The accompanying officer should hand over the visitor when he reaches the project to the local officials whose duty should be to show the work done and explain achievements in relation to the overall Programme. That is again important. To say baldly, for example, that fifty co-operative societies have been established in a project area is not good enough. The extent to which the co-operative approach is being attempted, the difficulties that are encountered, the solutions that are being attempted, and how the co-operatives have brought to the villagers new facilities which did not previously exist should be stated and also demonstrated, wherever possible. Then only the significance of the fifty societies would be properly brought out.

The project authorities are keeping charts, statements, etc., showing the progress of work in their Block Headquarters. These should be explained where a visitor visits the Block Headquarters prior to his visit to the villages. Where visit to the Block Headquarters is not scheduled, such basic information should be provided in the first village visited so that the visitor would see things in the context of the overall progress of work.

CHAPTER VII

## CONCLUSION

In the preceding pages, an attempt has been made to jot down in one place some of the problems that arise in the case of visitors and the lines on which Community Projects Administration tries to tackle these problems. They are certainly not the last word in Public Relations for the visitors—and no doubt State Governments and others concerned with the Programme will develop their own techniques—but they do provide some of the ideas which have been tested in the field and are worth trying elsewhere. The art of telling the people about the Programme needs some specialisation, as in the case of any other technical subject, and it is hoped that the Development Departments and the Information Departments of the State Governments will consider these suggestions while conducting visitors to project areas.



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